



BUSINESS MODEL CANVAS ESSENTIALS

PROFESSIONAL CERTIFICATION



BMCEPC™ Version 072023



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BUSINESS MODEL CANVAS ESSENTIALS PROFESSIONAL CERTIFICATE BMCEPC™



BMCEPC™ Version 072023



Who is Certiprof®?

Certiprof® is a certifying entity founded in the United States in 2015, currently located in Sunrise, Florida.

Our philosophy is based on the creation of knowledge in community and for this purpose its collaborative network is formed by:

Our Lifelong Learners (LLL) identify themselves as Continuous Learners, demonstrating their unwavering commitment to lifelong learning, which is vitally important in today's ever-changing and ever-expanding digital world. Regardless of whether or not they win the exam.

Universities, training centers, and facilitators around the world are part of our network of **CPLS (Certified Partner For Learning Solutions)**.

Authors (co-creators) are industry experts or practitioners who, with their knowledge, develop content for the creation of new certifications that respond to industry needs.

Internal Staff: Our distributed team with operations in India, Brazil, Colombia and the United States is in charge of overcoming obstacles, finding solutions and delivering exceptional results.



Our Affiliations

Memberships



Digital badges issued by



IT Certification Council – ITCC

Certiprof® is an active member of ITCC.

One of the importance of being part of the ITCC is how industry leaders collaborate with each other in an open format to explore new or different ways of doing business that inspire and encourage innovation, establishing and sharing best practices that allow us to extend that knowledge to our community. Certiprof has contribute with white papers in the Career Path Ways Taskforce a taskforce that was implemented internally to offer students with the opportunity to know what path to take after a certification.

- **IBM**
- **CISCO**
- **ADOBE**
- **AWS**
- **SAP**
- **GOOGLE**
- **ISACA**



Certiprof® is a corporate member of the Agile Alliance.

By joining the Agile Alliance corporate program, we continue to empower people by helping them reach their potential through education. Every day, we provide more tools and resources that enable our partners to train professionals who seek to enhance their professional development and skills.

<https://www.agilealliance.org/organizations/certiprof/>



This alliance allows individuals and companies certified or accredited with Certiprof® to have a worldwide distinction through a digital badge.

Credly is the world's largest badge repository, and leading technology companies such as IBM, Microsoft, PMI, Nokia, and Stanford University, among others, issue their badges with Credly.

Companies issuing knowledge validation badges with Credly:

IBM

Microsoft

PMI

Universidad de Stanford

Certiprof



Digital Badges



According to a study by the IT Certification Council (ITCC), people knew little about digital badges years ago. Today, large companies and educational institutions around the world issue badges.

Digital badges contain detailed metadata about who earned them, the competencies required, and the organization that issued them. Some badges are even linked to the activities needed to attain them.

For companies and educational institutions, badges and the information they provide are so important that many decisions, such as hiring or admission decisions, are based on the data they provide.

Digital Badges: What Are They?



Why are they important?



- **Ease of Sharing and Verifying Achievements:**

Digital badges allow professionals to showcase and verify their achievements instantly and globally. According to a Credly report, **LinkedIn profiles with digital badges receive 40% more attention from recruiters and employers.**

- **Visibility on Digital Platforms:**

In a survey conducted by Pearson and Credly, **85%** of users who earned digital badges shared them on LinkedIn, and **75%** reported that this improved their **professional credibility in their networks.** In addition, **76%** of employers surveyed said that digital badges help them quickly identify specific skills.



Why are they important?

- **Hiring Impact:**

A study by the **International Project Management Association (PMI)** found that candidates who display project management digital badges are **60%** more likely to be hired compared to those who only mention their skills without digital verification.



Why are they important?

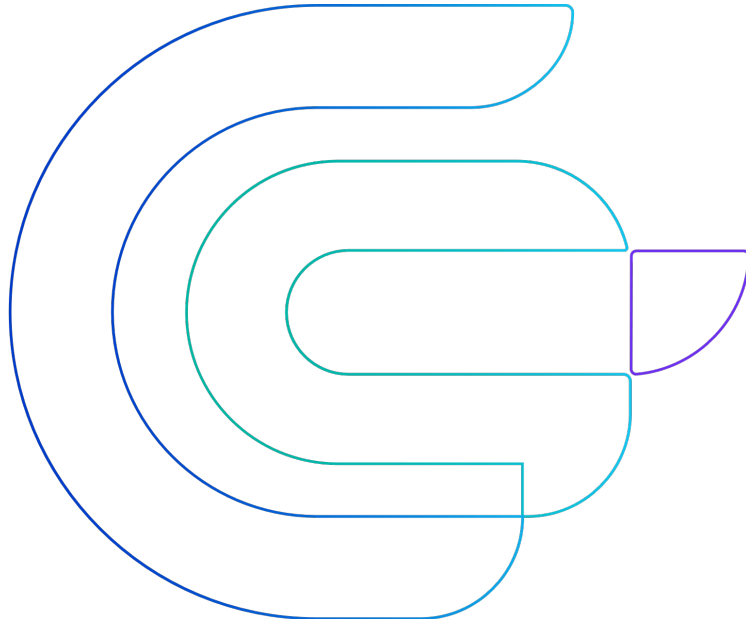


- **Personal Brand Empowerment:**

Digital badges' instant visibility and verification allow professionals to demonstrate their skills and build a solid personal brand. According to a LinkedIn study, professionals who use digital badges **are 24%** more likely to advance in their careers.

Certification and digital badges validate knowledge and are powerful tools for continuous improvement and employability. In a world where lifelong learning has become the norm, these credentials are key to professional development and competitiveness in the global job market.





Not all badges are created equal, and at **Certiprof**, we are committed to offering you more than just digital recognition. By earning a badge issued by certiprof, you will receive validation of your knowledge backed by one of the world's leading professional certification bodies.

Take the next step and earn the badge that will open doors and position you as an expert in your field.



Why getting your certificate is essential?

- **Proof of Expertise:** Your certificate formally acknowledges the skills and knowledge you've acquired. It serves as verifiable proof of your qualifications and demonstrates your commitment to excellence in your field.
- **Credibility and Recognition:** In today's competitive job market, employers and peers value credentials that distinguish you from others. A certification certificate from a recognized institution, like Certiprof, provides instant credibility and boosts your professional reputation.
- **Career Advancement:** Having your certificate can open doors to new opportunities. Whether it's a promotion, a raise, or landing a new job, certifications are critical differentiator employers look for when evaluating candidates.



Why getting your certificate is essential?

- **Networking Opportunities:** Holding a certificate connects you with a network of certified professionals. Many organizations have alumni or networking groups where you can share experiences, exchange ideas, and grow your professional circle.
- **Personal Achievement:** Earning a certification is a significant accomplishment, and your certificate is a tangible reminder of the hard work, dedication, and progress you've made. It's something you can be proud of and showcase to others.





certiprof® BMCEPC™
BUSINESS MODEL CANVAS ESSENTIALS

Earn this Badge

Business Model Canvas Essentials Professional Certification - BMCEPC™

Issued by [Certiprof](#)

The holder of this badge have developed entry-level skills in Business Model Canvas that endorse their fundamental knowledge of developing new business models and documenting existing ones. They have demonstrated an understanding of the different blocks of the Business Model Canvas and its functions, the Lean Startup Method and Continuous Innovation, and the Lean Canvas and its function.

[Learn more](#)

 Certification

 Paid

Skills

Business Model Canvas

Business Modelling

Entrepreneurship

Idea Generation

<https://www.credly.com/org/certiprof/badge/business-model-canvas-essentials-professional-certi>



Lifelong Learning

- Certiprof has created a special badge to recognize consistent learners.
- By 2024, more than 1,000,000 of these badges have been issued in over 11 languages.

Purpose and Philosophy

- This badge is intended for people who firmly believe education can change lives and transform the world.
- The philosophy behind the badge is to promote commitment to lifelong learning throughout life.

Accessing and Earning the Badge

- The Lifelong Learning badge is awarded at no cost to those who identify with this approach to learning.
- Anyone who considers themselves to be a lifelong learner can claim their badge by visiting:

<https://certiprof.com/pages/certiprof-lifelong-learning>



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ALEXANDER OSTERWALDER is the founder of Strategyzer.



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SHARE AND VERIFY YOUR LEARNING ACHIEVEMENTS EASILY

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1. Introduction to the Business Model Canvas



Definition and purpose of the Business Model Canvas

The Business Model Canvas (BMC) is a visual tool used to describe, analyze, design and develop clear and coherent business models. It was developed by Alexander Osterwalder around 2005 and has become one of the most popular tools in the business world.

Alexander Osterwalder is a Swiss business theorist, author, lecturer, consultant and entrepreneur, known for his work on business modeling and the development of the Business Model Canvas.



What is a Business Model?

“A business model describes the foundations on which a company creates, provides and captures value.”

Alexander Osterwalder



Definition and Purpose of the Business Model Canvas

The purpose of the Business Model Canvas is to enable entrepreneurs and businessmen to develop a robust and coherent business model that takes into account all the key elements of the business and how they interact with each other.



Definition and Purpose of the Business Model Canvas

The interesting thing about the Business Model Canvas is that it presents all these elements on a single page, allowing an overview of the business model as a whole. The different elements are interconnected and influence each other, allowing for a more complete understanding of how the business model works.

By using the BMC, entrepreneurs and business people can analyze the different parts of their business model and see how they fit together. This allows them to identify areas for improvement and make adjustments to increase the efficiency and profitability of their business. The Business Model Canvas can also be used to communicate business strategy clearly and consistently to investors, partners and employees.



Definition and Purpose of the Business Model Canvas

Some other purposes of using the Business Model Canvas are:

- Sketch new business ideas
- Visualize existing businesses
- Be used by teams as a common business language
- Enable better strategic conversations



The Nine Blocks of the Business Model Canvas

Alexander Osterwalder argues that the best way to discover a business model is to divide it into nine (9) basic blocks that reflect the logic that follows a company to achieve revenue. These nine blocks cover the four (4) main areas of a business:

- Clients
- Offer
- Infrastructure
- Economic feasibility

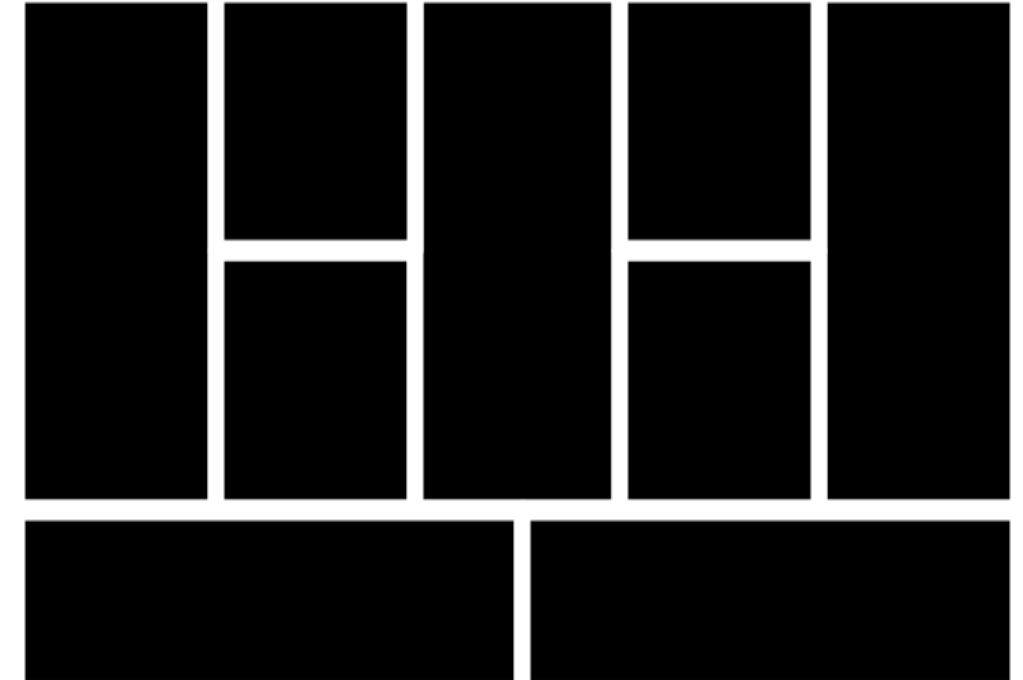
The business model is a kind of blueprint of a strategy that will be applied in the structures, processes and systems of a company.



The Nine Blocks of the BMC

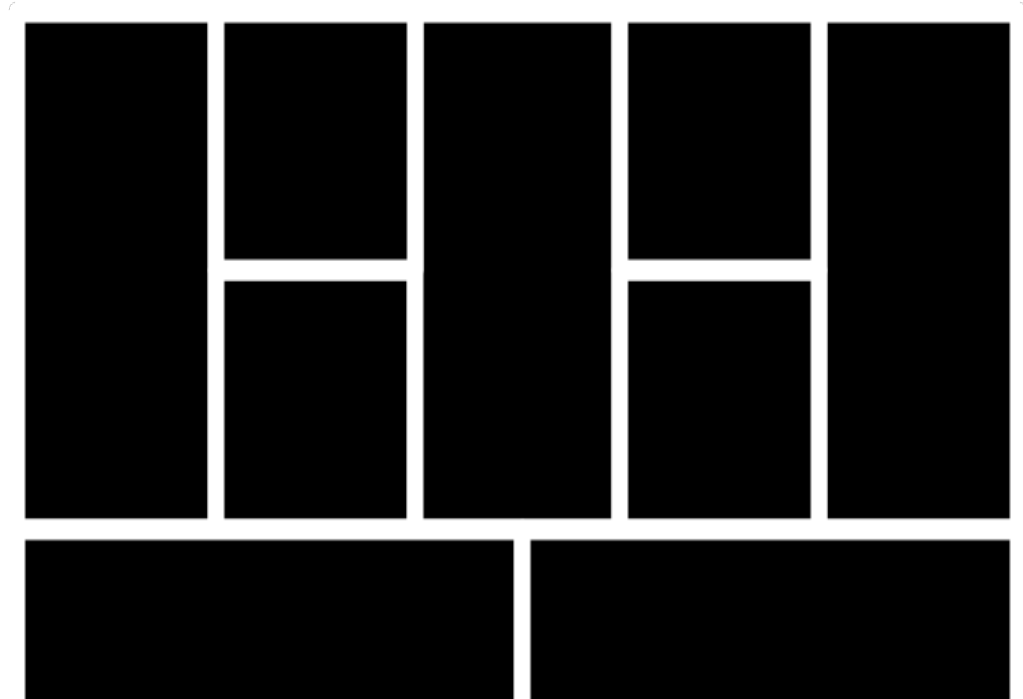
The **BMC** is composed of nine key blocks that define different aspects of the business model, such as:

- **The customer segments** to which the business is directed.
- **The value proposition** that is offered to those customers the channels through which customers are reached.
- **The channels** through which customers are reached.
- **Customer relationships.**
- **Revenue streams.**



The Nine Blocks of the BMC

- **The key resources** needed to run the business.
- **The key activities** needed to create and deliver value.
- **Key partners** that may be necessary for business success.
- **The cost structure** that is required to operate the business.



The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 		Revenue Streams 		

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DESIGNED BY: Strategyzer AG
 The makers of Business Model Generation and Strategyzer

 **Strategyzer**
 strategyzer.com



Value Proposition – Central Block

Value Proposition

It is the place where customers and their problems meet us and our solutions
It is the place where we exchange value

The Business Model Canvas



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2. Business Model Canvas blocks



Canvas Model Blocks

The Canvas Model is very popular among entrepreneurs and intrapreneurs* for business model innovation. Fundamentally, it offers three things:

- ✓ Approach
- ✓ Flexibility
- ✓ Transparency

**In 1992, the American Heritage Dictionary defined the intrapreneur as "that person within an organization who is responsible for turning an idea into a finished product, economically viable, through risk-taking and innovation."*



Market Segment

There are two important aspects that justify it:

The word "**segment**" implies the choice of a **market** share. That is, you have to define a niche of customers. The famous statement "who sells to everyone, does not sell to anyone" is taken seriously in the development of a business model.

A business must be developed from the customer's perspective. Do you notice that the doll looks at the model? Yes, it is useless to have a good idea if you do not see through the eyes of those who are going to pay for the product / service you are going to deliver.

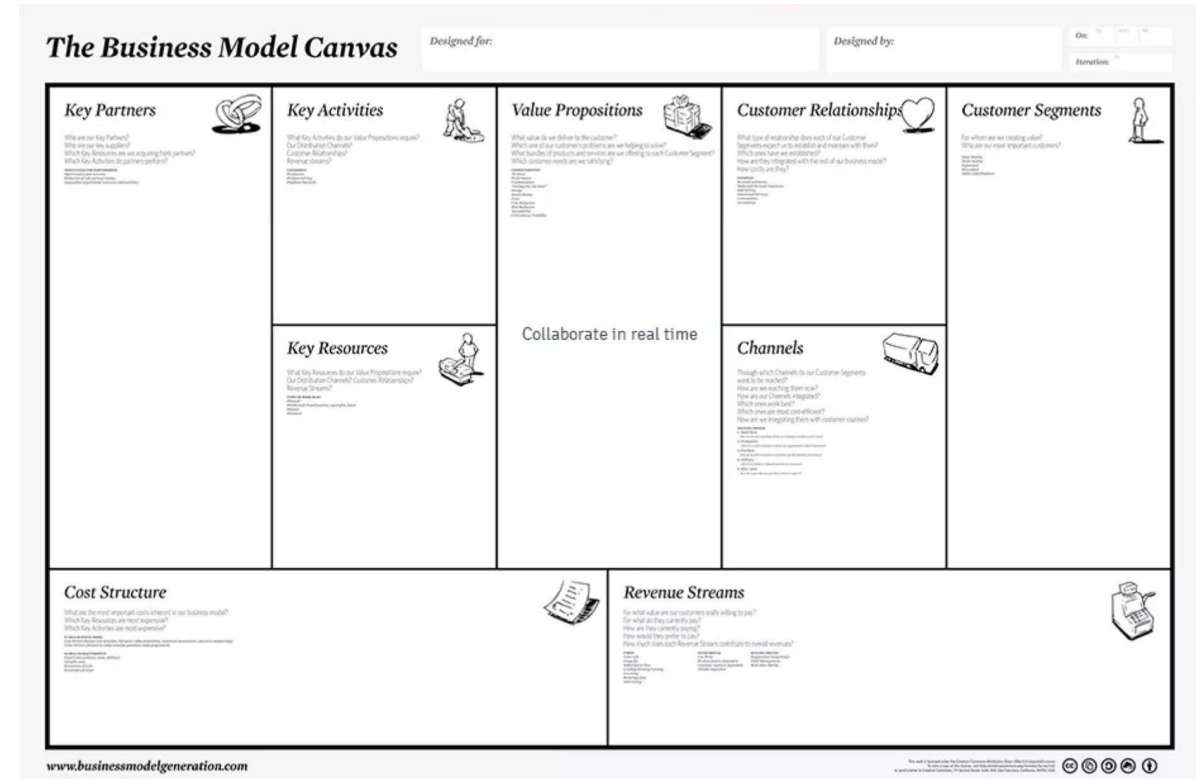


Construction of the Market Segment Block

Description

Customer segments are the different groups of people or organizations that your company aims to reach and serve.

This includes users who may not generate revenue, but who are necessary for the business model to work (e.g., users of Google's free search engine are essential to your advertising-based business model, or doctors are usually an essential, but not revenue-generating, part, of the business model of a pharmaceutical company).



Construction of the Market Segment Block

Key Partners 	Key Activities 	Value Proposition 	Customer Relationships 	Market Segment  <i>Who do we create value for?</i> <i>Who are our most important customers or users?</i>
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	

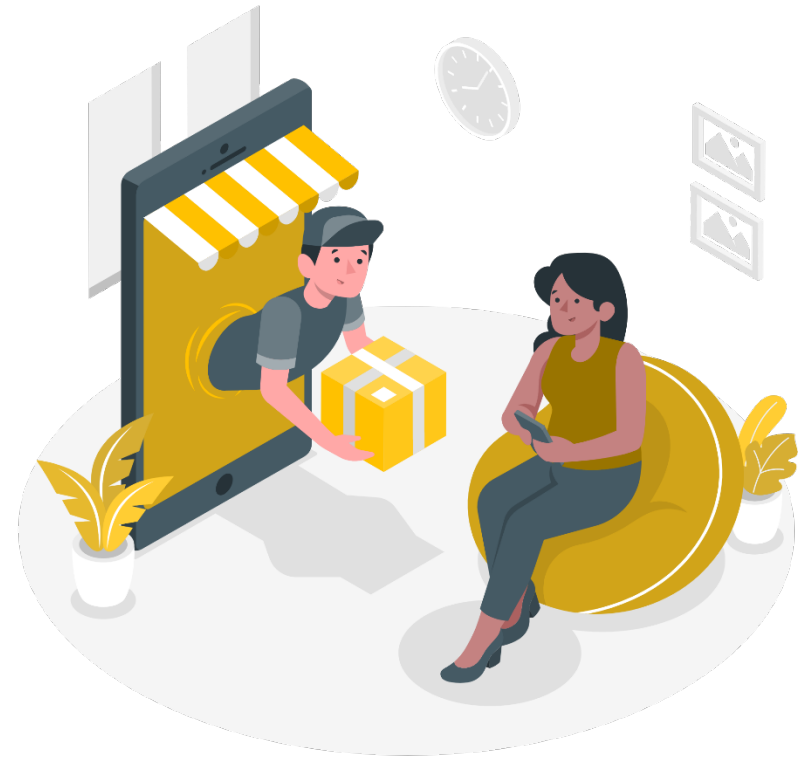


Value Proposition

Understand that "value" in this case means "profit." Therefore, it is essential that you know how to explain what are those benefits that your products (or services) bring to your customers.

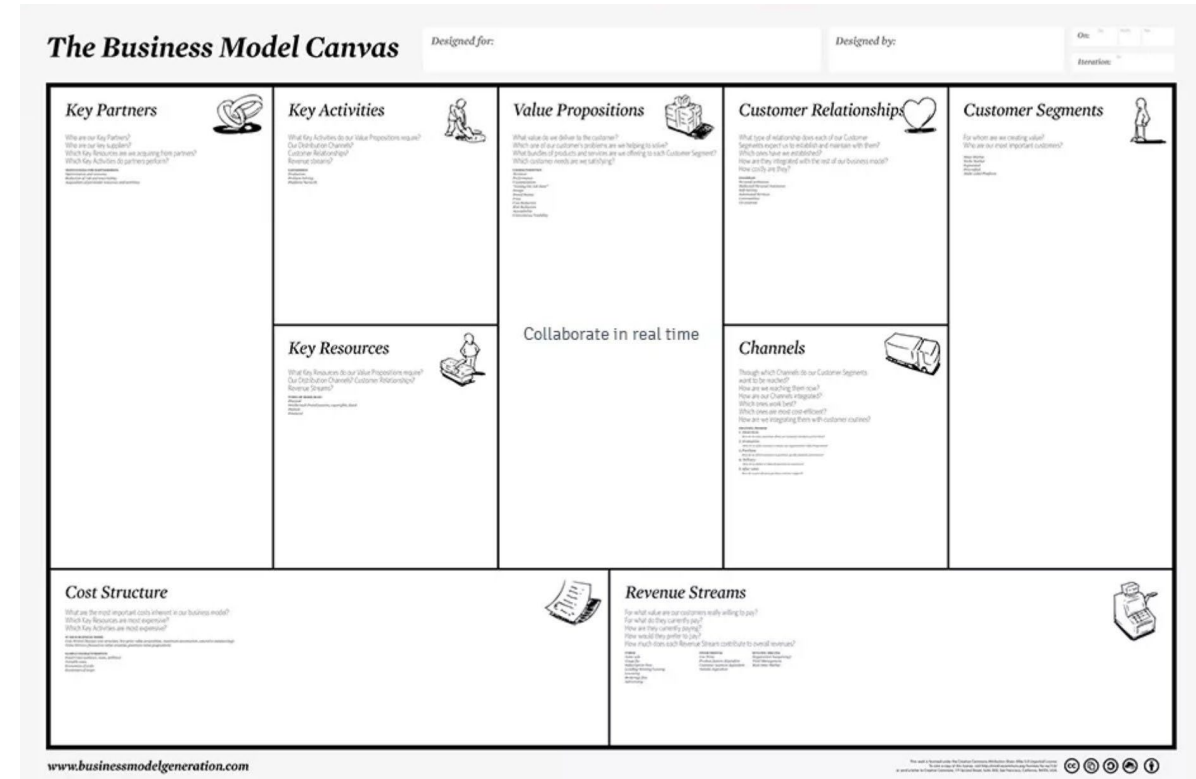
For example, if your product is a financial system, your value proposition should be "your financial round in just 30 minutes a week." Of course, this will depend on your system. It can have numerous benefits, but try to summarize it in a single sentence.

This reflection is also essential for you to analyze your differentials against your competitors.

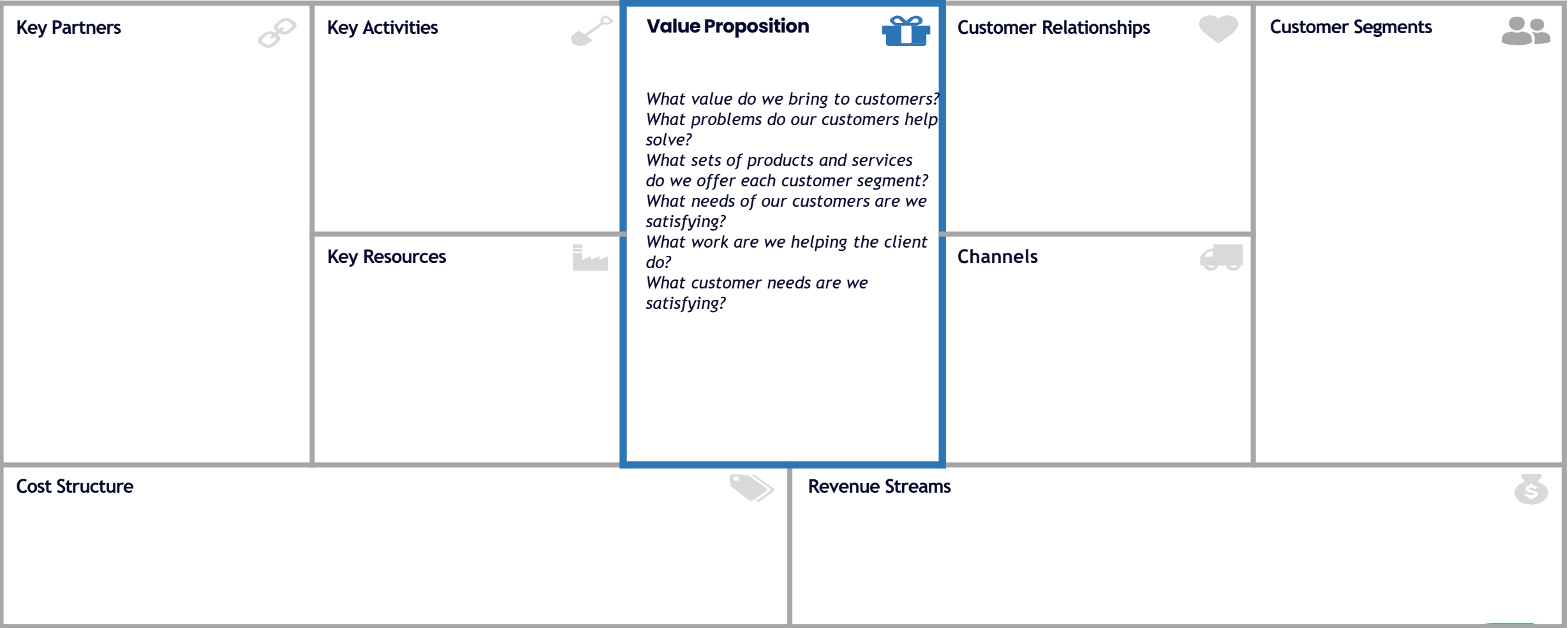


Construction of the Value Proposition Block

The value proposition describes the set of products and services that create value for a specific segment of customers.



Construction of the Value Proposition Block



Channels

Channels describe the ways in which the company communicates and delivers value to the customer. We can say that from the perspective of the old marketing (the 4 P's), the channels represent the "P" of Plaza and the "P" of promotion.

The channels can be communication, sale and distribution of the product. That is, any type of interface of the company with the client. They serve so that the defined segment can know and evaluate the value proposition of the product, make the purchase and use it.

It is very important to verify that this block graphically demonstrates the importance of strategic fit in a business model.



Construction of the Channels Block

Channels describe how your company communicates with and reaches out to your customer segments to deliver your value proposition.

The Business Model Canvas

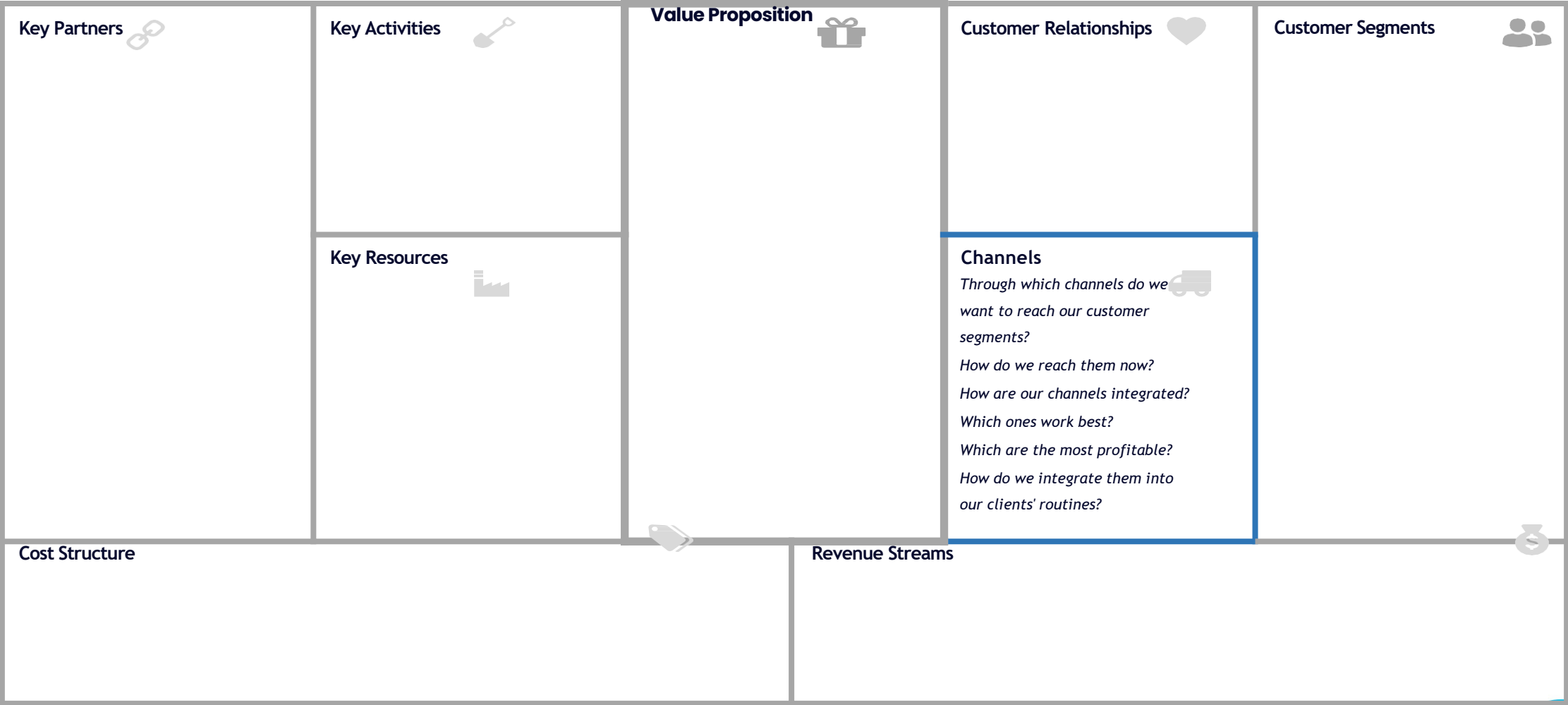
Designed for: _____ Designed by: _____ On: _____ Iteration: _____

Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? Which Key Channels do partners perform? Which Key Revenue Streams do partners perform?	Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? Which Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?	Value Propositions What value do we deliver to the customer? Which one of our customer problems are we helping to solve? What bundle of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? Which Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which one have we established? How are they integrated with the rest of our business model? How costly are they? Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which one are best? Which one are we most confident of? How are we integrating them with customer routines?	Customer Segments For whom are we creating value? Who are our most important customers? Which Key Resources do our Customer Segments require? Our Distribution Channels? Customer Relationships? Revenue Streams?
Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? Which Key Channels are most expensive? Which Key Revenue Streams are most expensive?			Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? Which Key Resources do our Revenue Streams require? Our Distribution Channels? Customer Relationships? Revenue Streams?	

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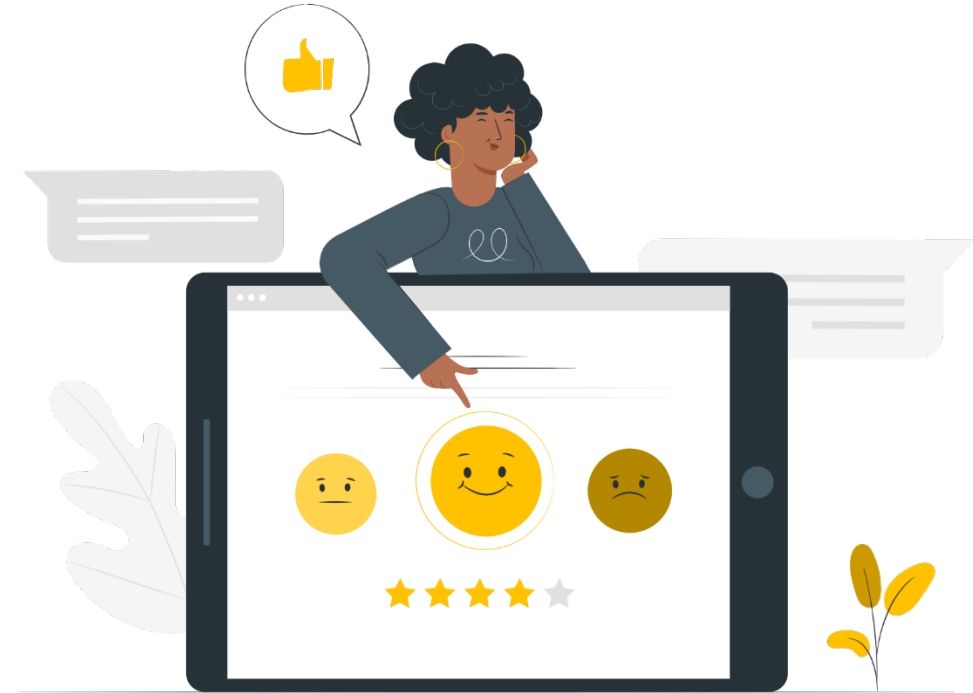
Construction of the Channels Block



Customer Relationship

The Customer Relations block describes strategies that prevent your customers from going to the competition for issues such as "a lower price." Defining good Customer Relationship strategies is difficult, but it is critical to customer retention.

Many start-ups adopt a Customer Relationship based on "self-service", according to which the customer solves almost everything by himself. However, some companies have already realized that investing in a high level of service guarantees prominence and greater profitability.

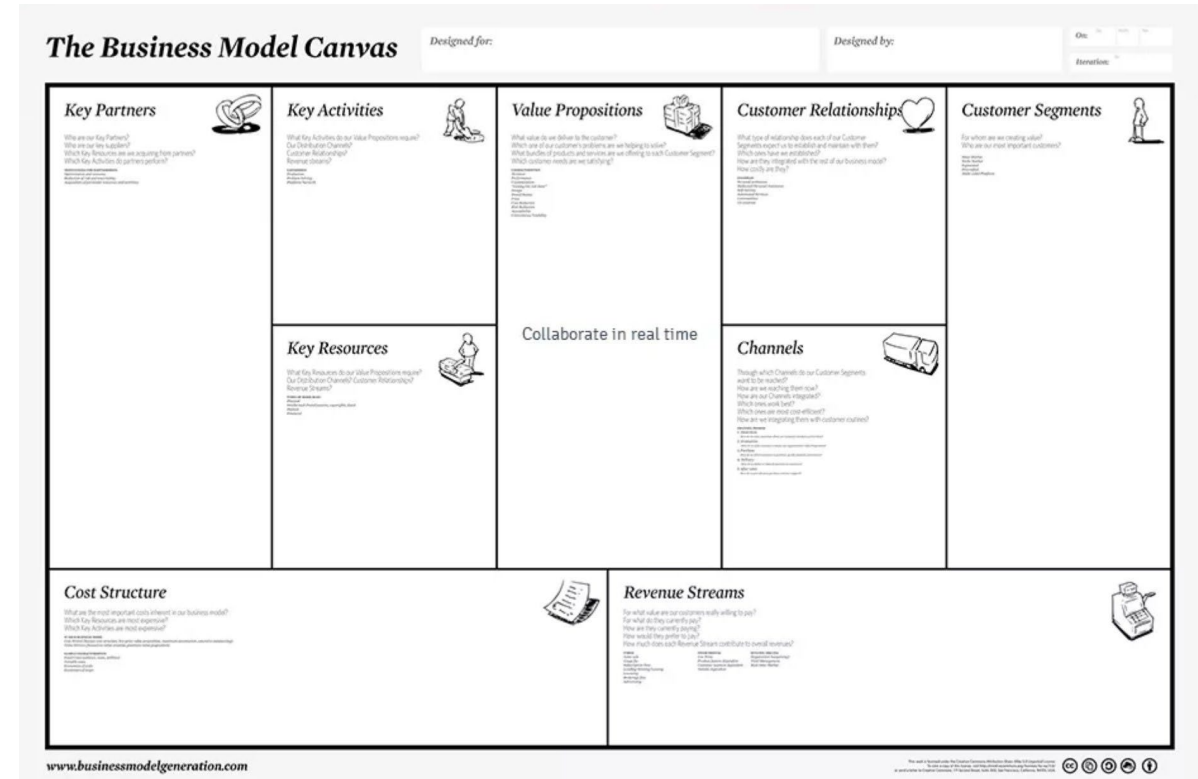


Construction of the Customer Relationship Block

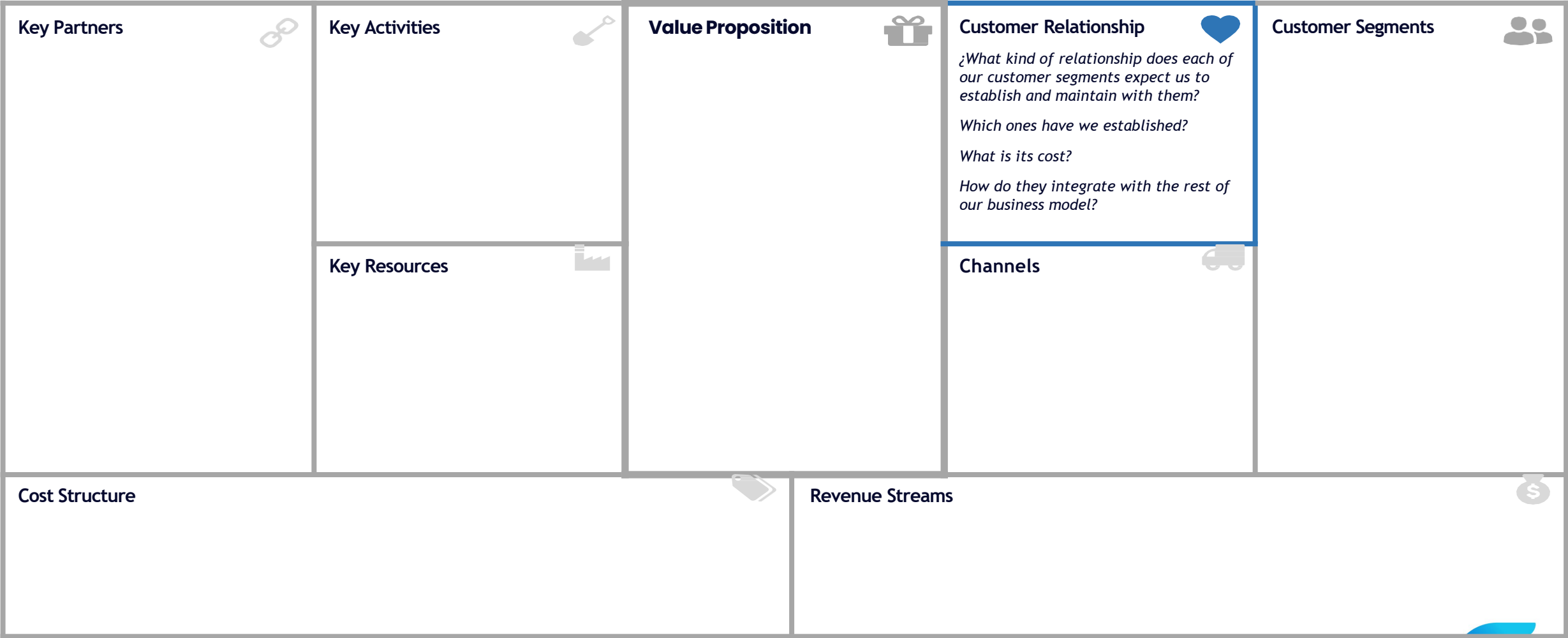
Customer relationships describe the types of relationships your company establishes with certain customer segments.

They can be driven by the following motivations:

- Customer acquisition
- Customer loyalty
- Upselling



Construction of the Customer Relationship Block

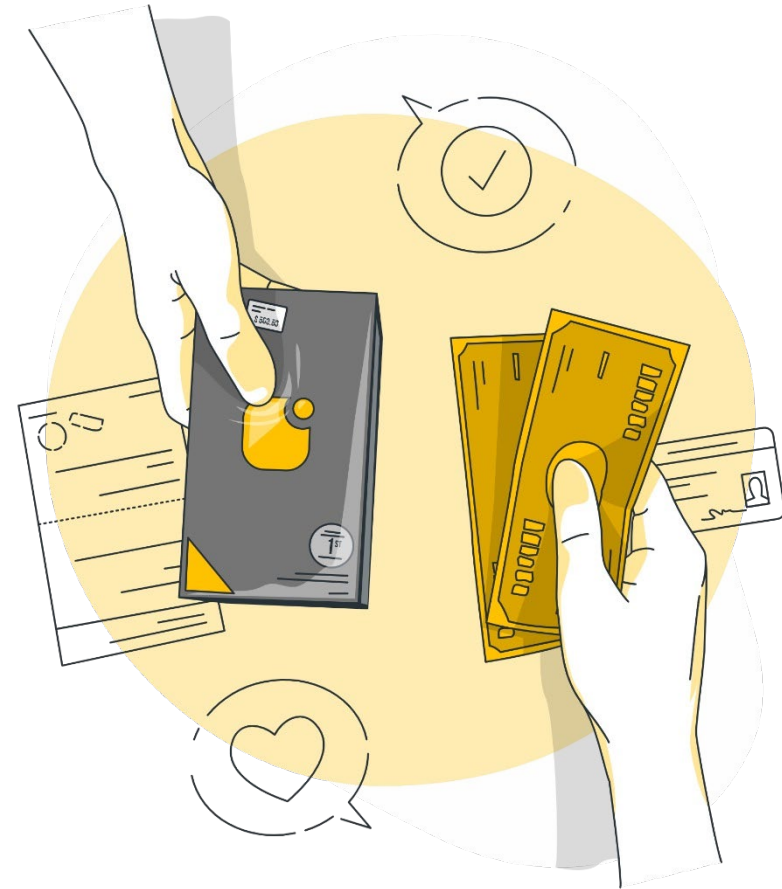


Revenue Streams

The Revenue Stream is the block that determines how the client will pay for the services received.

There are a number of recipe models that can be adopted. Some examples are: product sale, subscription, rental, license, auction, etc.

The revenue stream is currently one of the main sources of innovation. For example, many companies are transforming their markets by charging by subscription rather than by night, and some restaurants have begun charging for phone support instead of charging per dish or per kilo.



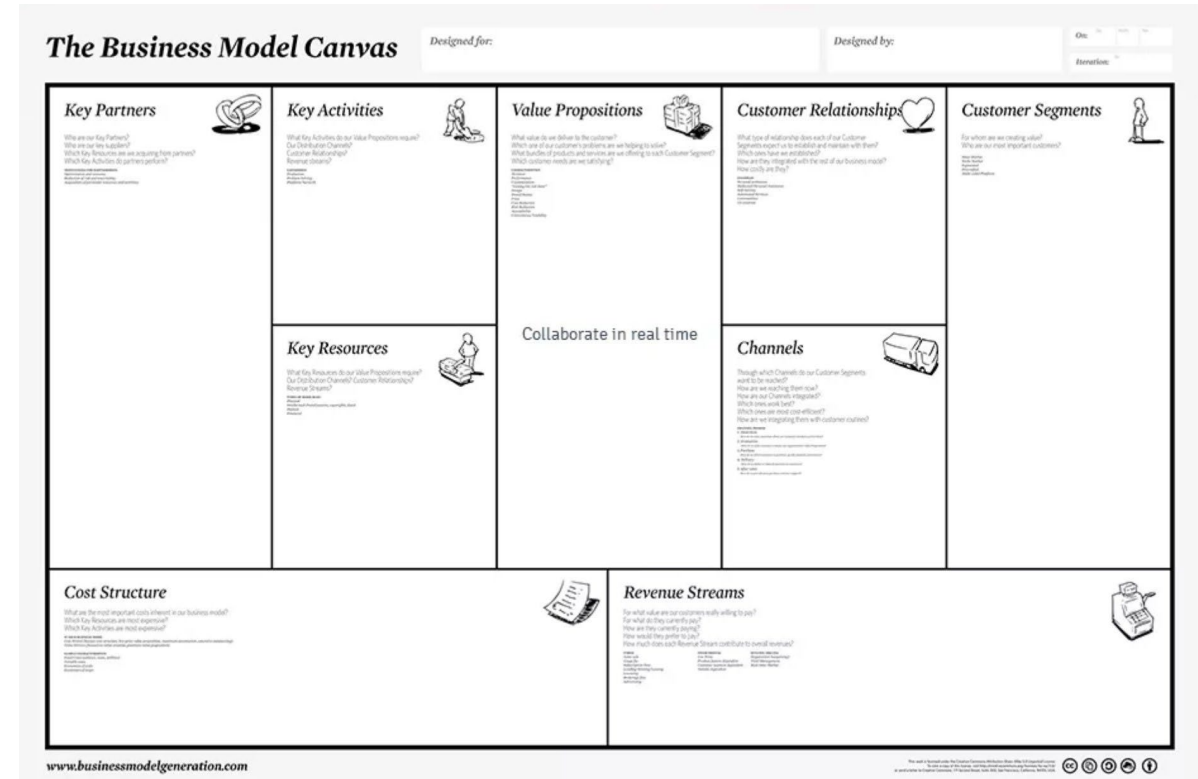
Construction of the Revenue Streams Block

Revenue streams represent the ways your company generates money from each customer segment.

Basically, all the different ways money goes into business.

There are two different types of revenue streams:

- Transactional – one-time payment
- Recurring revenue – ongoing payments



Construction of the Revenue Streams Block

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure			Revenue Streams What amounts/benefits are our customers willing to pay? What products and services do you currently pay for? How do they currently pay? How do they prefer to pay? How much does each revenue stream contribute to overall revenue as a percentage of the total?	

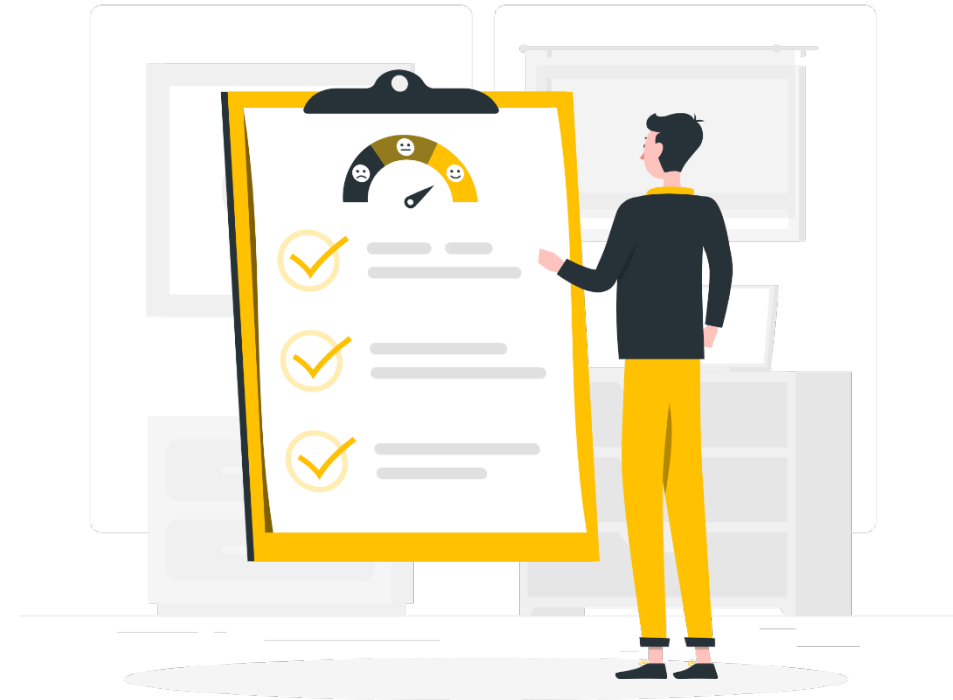


Key Resources

These are the key assets for the Business Model to work. In fact, the entire left side is related to the operational part of the business.

This block should be limited to describing what really matters within your company's assets. For example, in a steel mill the key resources are the furnace (boiler) and the rolling mill.

Some examples of resources are: physical assets, such as machines or facilities, intellectual assets, such as patents, virtual assets, such as technological platforms, human resources, such as a team of programmers or services, etc.



Construction of the Key Resources Block

Key Resources describe the most important assets needed to make your business model work.

The Business Model Canvas

Designed for:

Designed by:

On:

Iteration:

Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? Example: - Suppliers of raw materials - Distribution partners - Franchisees	Key Activities What Key Activities do our Value Propositions require? Which are our Distribution Channels? Customer Relationships? Revenue streams? Example: - Production - Logistics - Sales and marketing - Service	Value Propositions What value do we deliver to the customer? Which are all our customers' problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? Example: - Price - Performance - Design - Brand - Location - Convenience - Customization - Consistency - Reliability - Risk reduction - Convenience - Time saving	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which are the most important? How are they integrated with the rest of our business model? How costly are they? Example: - Personalized - Self-Service - Dedicated Personal Assistant - Community - Co-creation - Automations - Concierge - Virtual Agents - Peer-to-Peer	Customer Segments For whom are we creating value? Who are our most important customers? Example: - Mass - Niche - Segments - Markets - Geographies - Channels
Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? Example: - Physical - Intellectual - Financial - Human - Social - Channels - Infrastructure - Technology - Networks - Partners - Suppliers - Franchisees - Distribution - Logistics - Sales and marketing - Service		Collaborate in real time		
Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? Example: - Raw materials - Labor - Overhead - Distribution - Sales and marketing - Service - Franchise fees - Royalties - Rent - Utilities - Insurance - Taxes - Shipping - Packaging - Research and development - Marketing - Customer support - Compliance - Legal - Accounting - Consulting - Training - Travel - Entertainment - Food and beverage - Health and safety - Environmental - Social - Governance - Sustainability - Ethics - Diversity - Inclusion - Accessibility - Transparency - Accountability - Responsibility - Integrity - Honesty - Fairness - Justice - Equity - Balance - Harmony - Peace - Prosperity - Well-being - Happiness - Success - Fulfillment - Meaning - Purpose - Passion - Joy - Love - Life		Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? Example: - Mass - Niche - Segments - Markets - Geographies - Channels - Infrastructure - Technology - Networks - Partners - Suppliers - Franchisees - Distribution - Logistics - Sales and marketing - Service		

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Construction of the Key Resources Block

Key Partners 	Key Activities 	Value Proposition 	Customer Relationships 	Customer Segments 
	Key Resources  <i>What key resources does our value proposition require?</i> <i>Or our distribution channels?</i> <i>Or our customer relationships?</i> <i>Or our revenue streams?</i>		Channels 	
Cost Structure 		Revenue Streams 		



Key Activities

In addition to the key resources, the activities must address the most important activities that the company must constantly perform for the Business Model to work properly. If a company has a web platform as a key resource, it will most likely have as a key activity the maintenance of this platform.

Some examples of activities are: Goods Production, Problem Solving, Platform Management, Consultative Sales, Product Development, etc.



Construction of the Key Activities Block

The Key Activities Block outlines the most important things a company must do to make its business model work.

The Business Model Canvas

Designed for: _____ Designed by: _____ On: _____ Iteration: _____

Key Partners  Who are our key partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? Which Key Channels do partners perform? Which Key Revenue Streams do partners perform?	Key Activities  What Key Activities do our Value Propositions require? Which are all our customers' problems are we helping to solve? Which are all our customers' needs are we helping to solve? Which are all our customers' needs are we helping to solve? Which are all our customers' needs are we helping to solve?	Value Propositions  What value do we deliver to the customer? Which are all our customers' problems are we helping to solve? Which are all our customers' needs are we helping to solve? Which are all our customers' needs are we helping to solve? Which are all our customers' needs are we helping to solve?	Customer Relationships  What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which are all our customers' problems are we helping to solve? Which are all our customers' needs are we helping to solve? Which are all our customers' needs are we helping to solve?	Customer Segments  For whom are we creating value? Who are our most important customers? Which are all our customers' problems are we helping to solve? Which are all our customers' needs are we helping to solve? Which are all our customers' needs are we helping to solve?
Key Resources  What Key Resources do our Value Propositions require? Which are all our customers' problems are we helping to solve? Which are all our customers' needs are we helping to solve? Which are all our customers' needs are we helping to solve?		Channels  Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are we reaching them now? How are we reaching them now?		
Cost Structure  What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? Which Key Channels are most expensive?			Revenue Streams  For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay?	

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Construction of the Key Activities Block

Asociaciones Clave 	Key Activities  <i>What key activities does our value proposition require? ¿Or our distribution channels? ¿Customer Relations? Revenue streams?</i>	Value Proposition 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 		Revenue Streams 		



Key Partners

The key partners in a business model mainly concern outsourcing (suppliers). As already said, the left side deals with operational issues, so in the partnership block other companies that help your business deliver a supply of value are listed.

Any type of essential task or raw material provided by another company and that guarantees the operation of the business model must be included in this block.



Building the Key Partnerships Block

The Key Partnerships Block describes the network of suppliers and partners that make the business model work.

The Business Model Canvas

Designed for: _____ Designed by: _____ On: _____ Iteration: _____

Key Partners  Who are our key partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? Which Key Channels do partners perform? Which Key Revenue Streams do partners perform?	Key Activities  What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?	Value Propositions  What value do we deliver to the customer? Which one of our customer problems are we helping to solve? Which bundle of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? How are we creating value? How are we capturing value? How are we integrating value?	Customer Relationships  What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which one have we established? How are they integrated with the rest of our business model? How costly are they?	Customer Segments  For whom are we creating value? Who are our most important customers? Which one have we established? How are they integrated with the rest of our business model? How costly are they?
Key Resources  What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?	Collaborate in real time			Channels  Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which one are we using? Which one are we integrating? How are we integrating them with customer routines?
Cost Structure  What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? Which Key Channels are most expensive? Which Key Customer Relationships are most expensive? Which Key Revenue Streams are most expensive?			Revenue Streams  For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?	

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Construction of the Key Partnerships Block

Key Partnerships  <i>¿Who are our main partners?</i> <i>Who are our main suppliers?</i> <i>What key resources</i> <i>Do we acquire from our partners?</i> <i>What key activities do our partners carry out?</i>	Key Activities 	Value Proposition 	Customer Relationships 	Customer Segments 
Key Resources 	Channels 			
Cost Structure 		Revenue Streams 		



Cost Structure

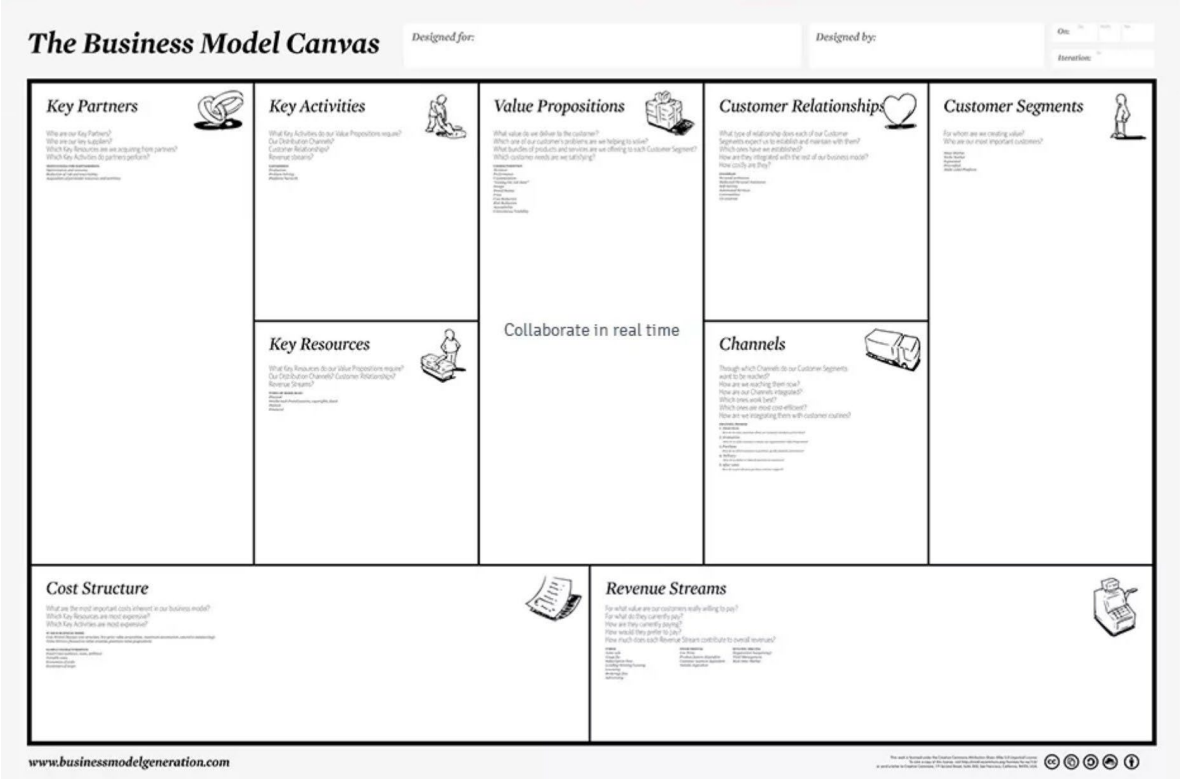
All important costs that have weight in the financial and derive from the operation of the Business Model.

They will likely come from the key resource blocks, activities and partnerships. However, channel costs, such as sales commission, may also be considered.



Construction of the Cost Structure Block

The Cost Structure describes all the costs incurred for the operation of your business model.



Construction of the Cost Structure Block

Asociaciones Clave 	Key Activities 	Value Proposition 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure  <i>What are the most important costs inherent in our business model? Which key resources are the most expensive? Which key activities are the most expensive?</i>			Revenue Streams 	

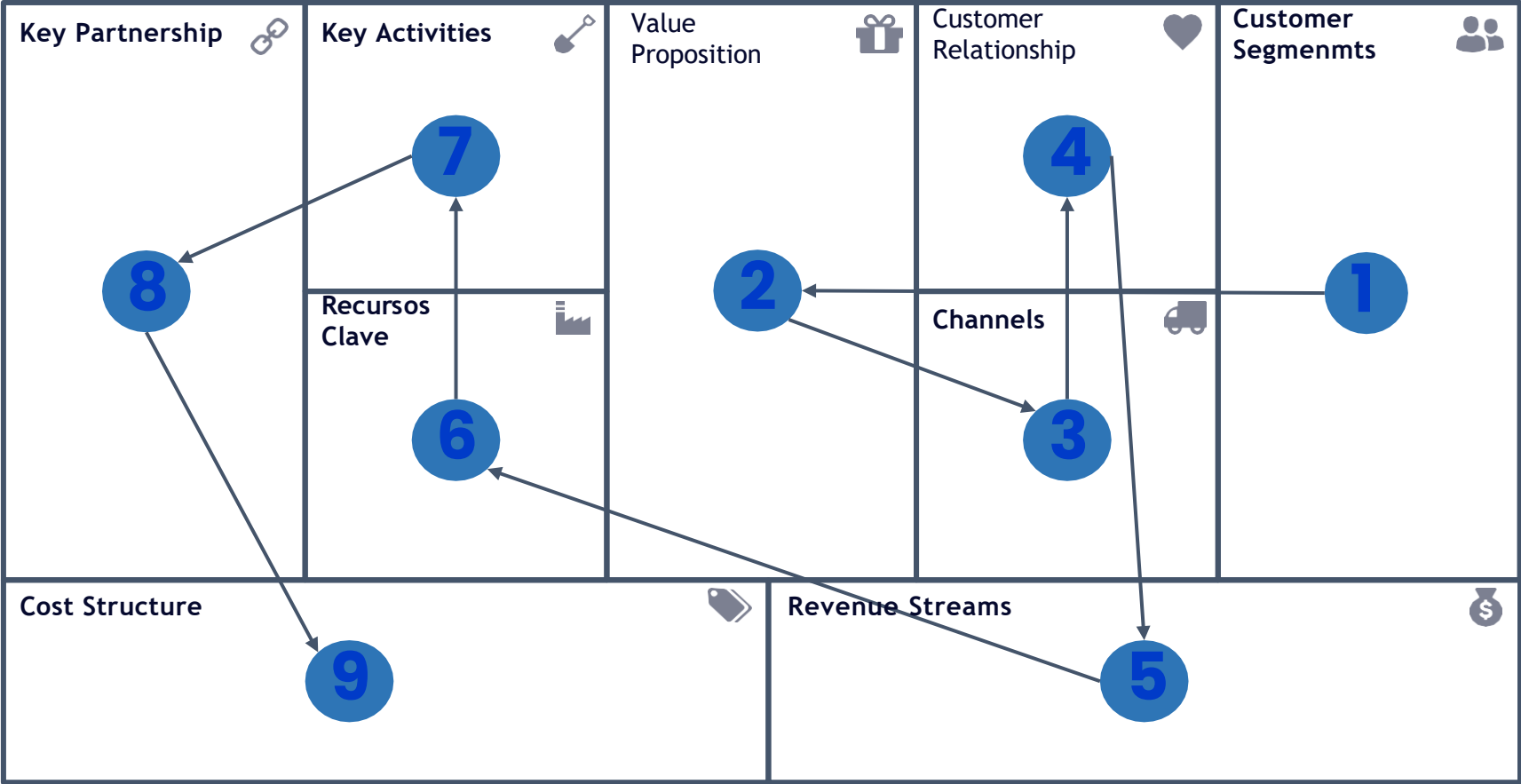


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3. Business Model Canvas– Sequence



Sequence to Fill the Business Model Canvas



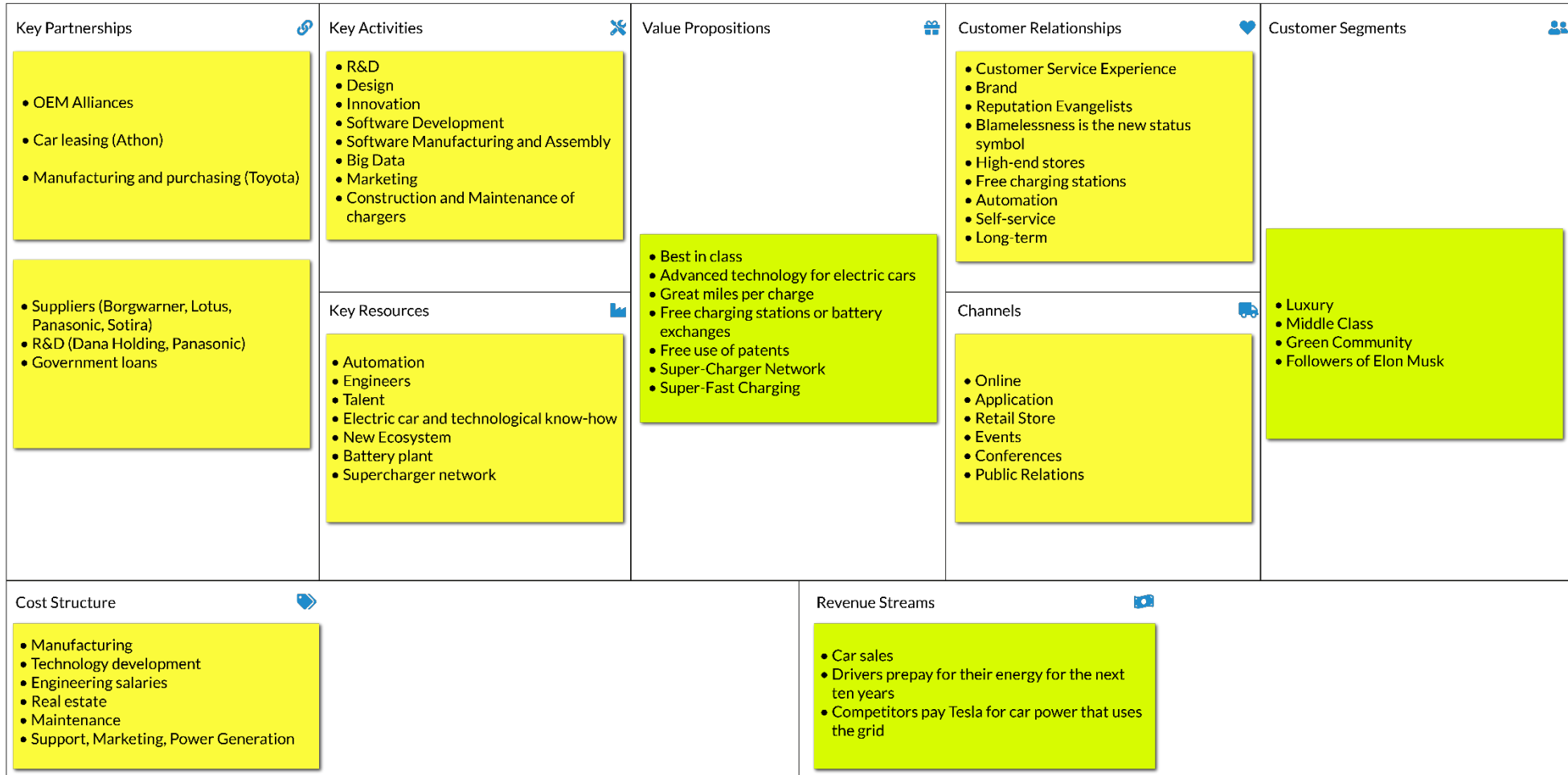
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4. Examples of Business Models



Tesla Business Model Canvas

TESLA - Business Model Canvas



Tesla Business Model Canvas

Business Model Canvas de Tesla:

- 1. Customer Segments:** Tesla targets customers interested in high-quality, high-performance and advanced technology electric vehicles.
- 2. Value Proposition:** Tesla offers high-quality, high-performance electric vehicles with advanced technology, such as autonomous driving systems, that reduce environmental impact and are more energy efficient.
- 3. Distribution Channels:** Tesla sells its vehicles directly to the consumer through its online stores and in person.
- 4. Customer Relationships:** Tesla maintains a close relationship with its customers through online and in-person customer support, exclusive events for Tesla owners, and regular vehicle software updates.
- 5. Revenue Streams:** Tesla generates revenue primarily through the sale of electric vehicles, but also through maintenance, insurance, and accessory services.



Tesla Business Model Canvas

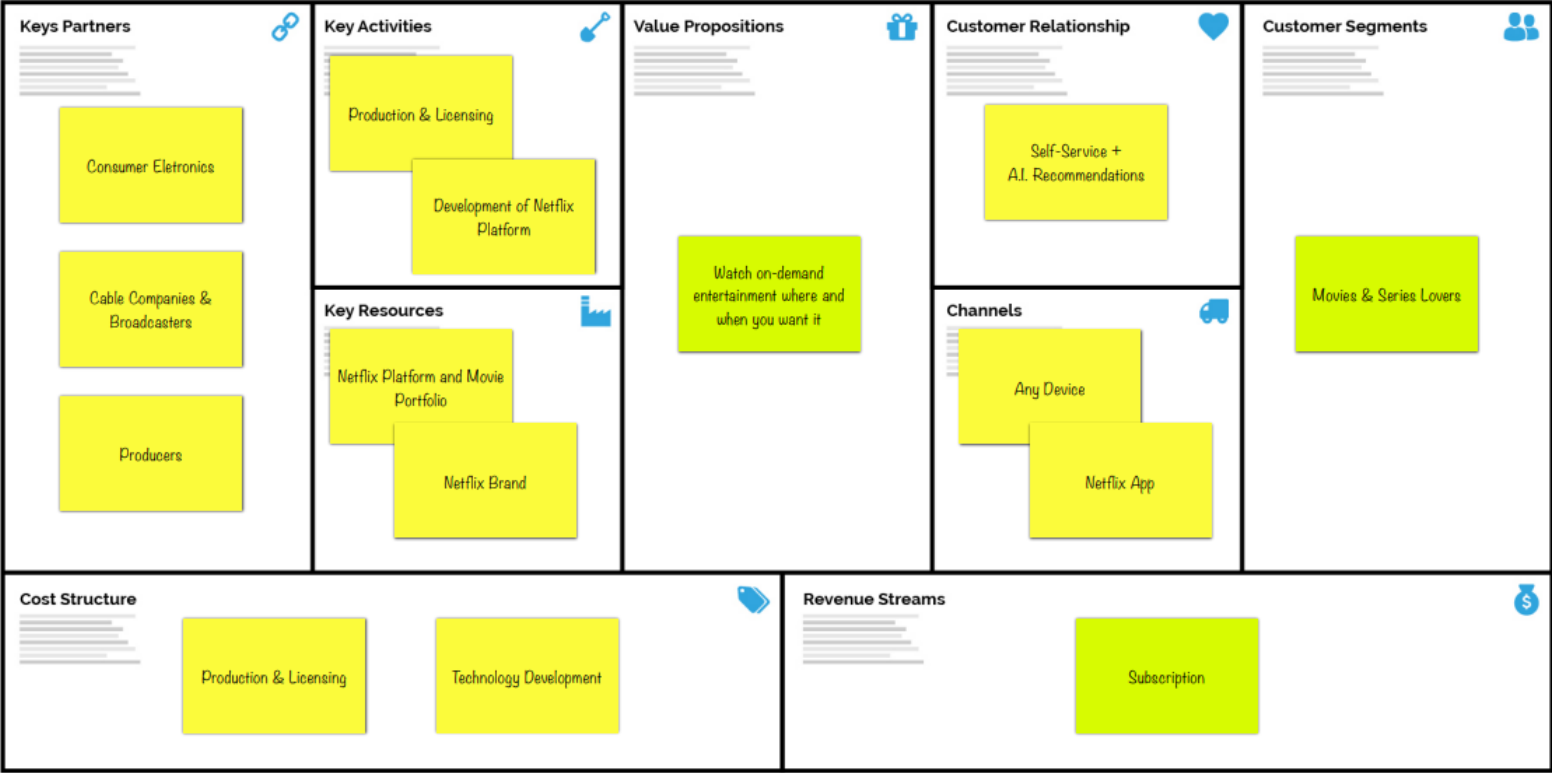
Business Model Canvas de Tesla:

- 6. Key Resources:** Tesla's key resources include its battery technology, its network of electric chargers, and its team of engineers and designers.
- 7. Key Activities:** Tesla's key activities include battery technology research and development, the design and production of electric vehicles, and the construction and expansion of its electric charger network.
- 8. Key Partnerships:** Tesla has established key partnerships with other automakers for the production and supply of key electric vehicle components.
- 9. Cost Structure:** Tesla's cost structure includes the cost of research and development, the production and distribution of electric vehicles, the development and maintenance of its electric charger network, and the cost of continued expansion and growth.



Netflix Business Model Canvas

NETFLIX - Business Model Canvas



Netflix Business Model Canvas

Netflix Business Model Canvas:

1. **Customer Segments:** Netflix targets customers interested in entertainment and streaming TV, including movies, TV shows and original content.
2. **Value Proposition:** Netflix offers a wide catalog of ad-free streaming entertainment content customized to the preferences of each user.
3. **Distribution Channels:** Netflix distributes its content through its online platform, accessible from any device connected to the Internet.
4. **Customer Relations:** Netflix maintains a close relationship with its customers through personalized recommendations, fast and efficient customer support, and a commitment to producing high-quality original content.
5. **Revenue Streams:** Netflix generates revenue through its customers' monthly subscription, as well as the production and sale of original content.



Netflix Business Model Canvas

Netflix Business Model Canvas:

6. **Key Resources:** Netflix's key assets include its streaming platform, content production and distribution team, and personalized recommendation technology.
7. **Key Activities:** Netflix's key activities include producing and acquiring original and licensed content, optimizing its streaming platform, and personalizing the user experience.
8. **Key Partnerships:** Netflix has established key partnerships with film and television studios to acquire and produce original content.
9. **Cost Structure:** Netflix's cost structure includes the cost of producing and acquiring original and licensed content, developing and maintaining its streaming platform, and the cost of continued expansion and growth



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5. Using the Business Model Canvas



How to Use the BMC to Communicate a Business Idea

The Business Model Canvas (BMC) is a **visual tool** that can be very useful for communicating a business idea clearly and concisely. Here are some steps you can take to use the BMC to communicate a business idea:

- **Identify the key elements of your business model:** Before you start creating your BMC, make sure you have a clear understanding of the key elements of your business model. This includes your value proposition, your customer segments, your distribution channels, your revenue streams, your key activities, your key resources, your key partners, and your cost structure.
- **Create your Business Model Canvas:** Once you have a clear understanding of the key elements of your business model, you can create your BMC. Use a blackboard or large piece of paper and place the different sections of the BMC on it. Use sticky notes to write the details of each section.



How to Use the BMC to Communicate a Business Idea

- **Simplify your message:** Once you've created your BMC, be sure to simplify your message. Use simple words and eliminate technical jargon. Try to communicate your business idea in one or two simple and clear sentences.
- **Use images and graphs:** Use images and graphs to make your BMC more visual and easier to understand. Add images that represent your products or services, your customers, and your distribution channels. Use graphs to show your revenue streams and costs.
- **Practice your presentation:** Once you've created your BMC and simplified your message, practice your presentation. Present your business idea clearly and concisely, using your BMC as a visual support. Be sure to focus on the most important aspects of your business model and answer any questions that may arise.



How to Use the BMC to Analyze an Existing Business Model

- **Identify the existing business model:** Before you start analyzing the business model, make sure you have a clear understanding of the company and its current business model.
- **Identifies key elements of the business model:** Use the BMC to identify the different key elements of the business model, such as value proposition, customer segments, distribution channels, revenue sources, key activities, key resources, key partners, and cost structure.
- **Evaluate each section of the BMC:** Once you have identified the different key elements of the business model, evaluate each section of the BMC. Is the value proposition attractive and relevant to customers? Is the business focused on the right customer segments? Are distribution channels effective? Are the sources of income sufficient and sustainable? Are the key activities efficient? Are the key resources adequate? Are key partners adding value? Is the cost structure adequate?



How to Use the BMC to Analyze an Existing Business Model

- **Identify strengths and weaknesses:** Use BMC analysis to identify the strengths and weaknesses of the existing business model. It identifies which aspects of the business model are effective and are contributing to the success of the company and which ones need improvement.
- **Develop an action plan:** Use BMC analysis to develop an action plan to improve the existing business model. Identifies areas that need improvement and develops strategies to address them. For example, you can explore new customer segments, develop new distribution channels, or look for ways to reduce costs.



How to Use the BMC to Iterate and Improve a Business Model

- **Identify areas that need improvement:** Use the BMC to identify areas of the business model that need improvement. You can do this by analyzing each section of the BMC and evaluating whether each key element of the business model is working effectively or not.
- **Generate ideas for improvement:** Once you've identified areas that need improvement, brainstorm each section of the BMC. This may include new strategies for the value proposition, new customer segments, new distribution channels, new revenue streams, new key activities, new key resources, new key partners, or a different cost structure.
- **Test and validate ideas:** After generating ideas for improvement, it is important to test and validate each idea before implementing it into the business model. You can do this through surveys, interviews, focus groups or through prototyping.

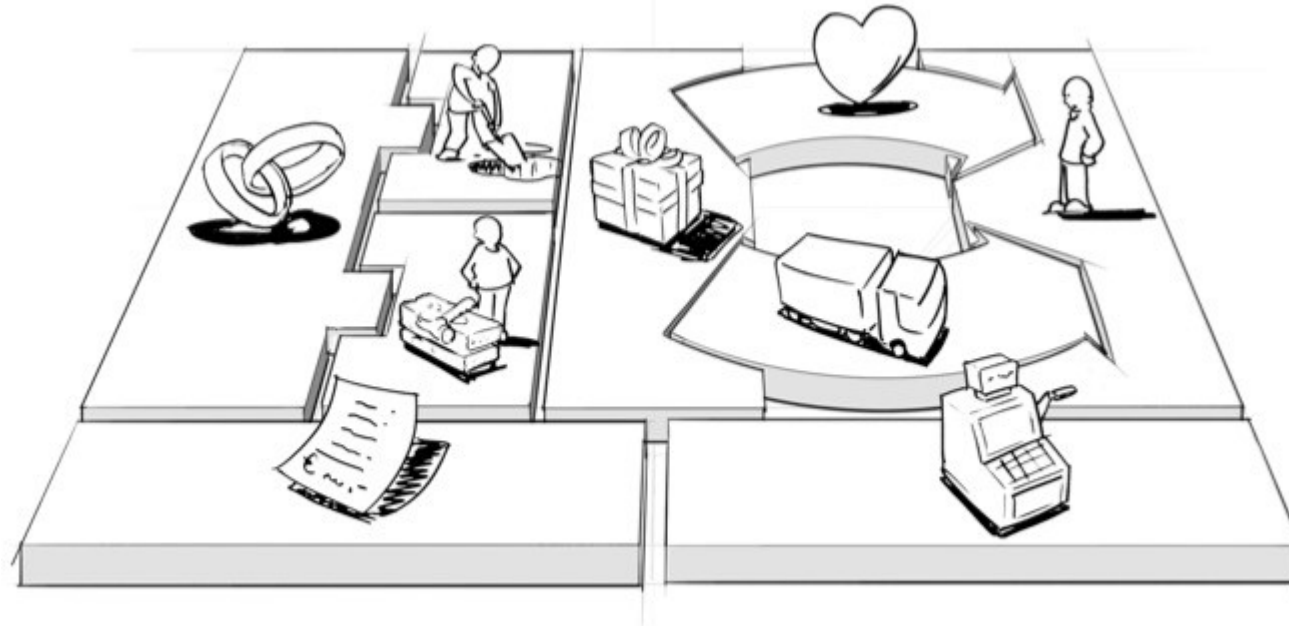


How to Use the BMC to Iterate and Improve a Business Model

- **Implement the improvements:** Once you have validated the ideas and are sure they are effective, you can implement the improvements in the business model. Use the BMC to visualize improvements and make sure all sections are integrated and working together effectively.
- **Monitor and measure success:** After implementing improvements, monitor and measure the success of the business model. Use key metrics to evaluate business model performance and ensure that improvements are yielding the expected results.
- **Repeat the process:** The process of iterating and improving the business model is an ongoing process. Use the BMC to constantly iterate and improve the business model, so that it is always aligned with the needs of the market and customers.



Write your own Business Model Canvas for any business ideas you have and recognize the blocks it contains.



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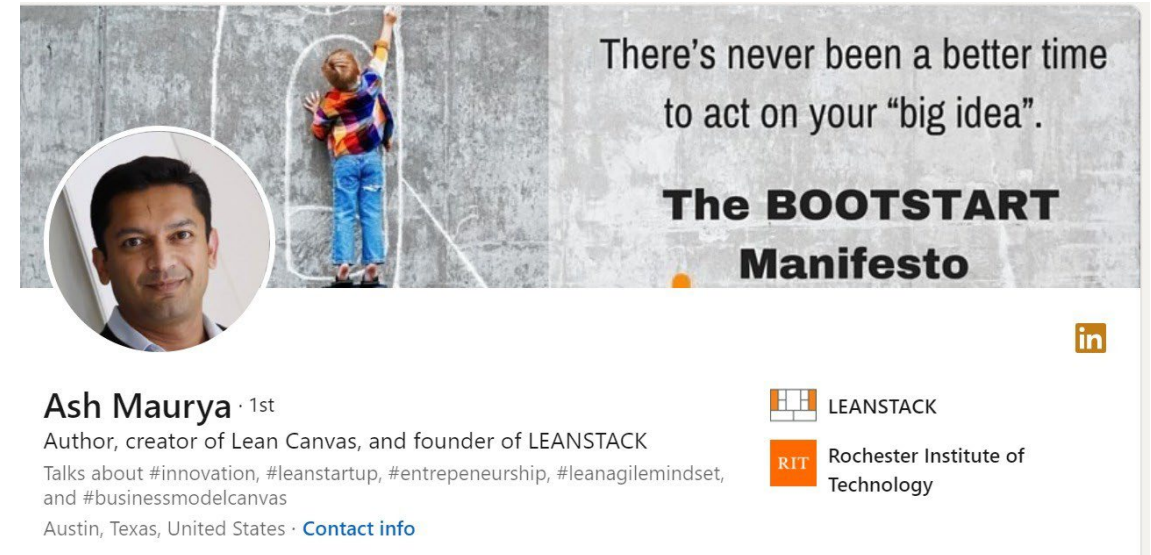
6. Lean Canvas



The Lean Canvas Creator

Lean Canvas is a one-page business plan template created by **Ash Maurya** that helps you deconstruct your idea into its key assumptions. It is adapted from Alex Osterwalder's Business Model Canvas and **optimized for Lean Startups**.

<https://leanstack.com/leancanvas>



The banner image shows a man (Ash Maurya) in a circular profile picture on the left. To his right is a larger image of a child standing on a chalkboard, with the text "There's never been a better time to act on your 'big idea'." and "The **BOOTSTART** Manifesto" below it. The LinkedIn logo is in the bottom right corner of the banner.

Ash Maurya · 1st
Author, creator of Lean Canvas, and founder of LEANSTACK
Talks about #innovation, #leanstartup, #entrepreneurship, #leanagilemindset, and #businessmodelcanvas
Austin, Texas, United States · [Contact info](#)

 LEANSTACK
 Rochester Institute of Technology



What is a Startup?

- Idea, new creation or company at an early age conceived in an uncertain world.
- A startup is a human institution designed to create a new product or service under conditions of extreme uncertainty. Eric Ries in his book "The Lean Startup".
- A Startup is a company, usually technology, with a scalable product.



What is Lean Canvas?

The **Lean Canvas** is a business model visualization tool **designed for start-ups**. It focuses on the Lean Startup methodology, focused on generating new ideas and taking them **to prototyping** to verify if the market is looking for the solutions you are proposing.

Lean Canvas

Designed for:		Designed by:		Date:	Version:
Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments	
	Key Metrics		Channels		
Cost Structure			Revenue Streams		

 THE BUSINESS MODEL ANALYST businessmodelanalyst.com



What is Lean Canvas?



It is a **model that guides entrepreneurs from the conception of the idea to the creation of the company.** It takes into account elements of great uncertainty that usually affect startups.

Many entrepreneurs are more comfortable with the Lean Canvas, as their companies are just starting out and find it better to focus on problems and possible solutions.

Differences between the Business Model Canvas & Lean Canvas?

Lean Canvas

Designed for:		Designed by:		Date:	Version:
Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments	
	Key Metrics		Channels		
Cost Structure			Revenue Streams		

Entrepreneur and author Ash Maurya considered that the Canvas Model lacked four key elements to be more useful to entrepreneurs and startups.

The Lean Canvas proposes four new modules that replace four blocks of the original model:

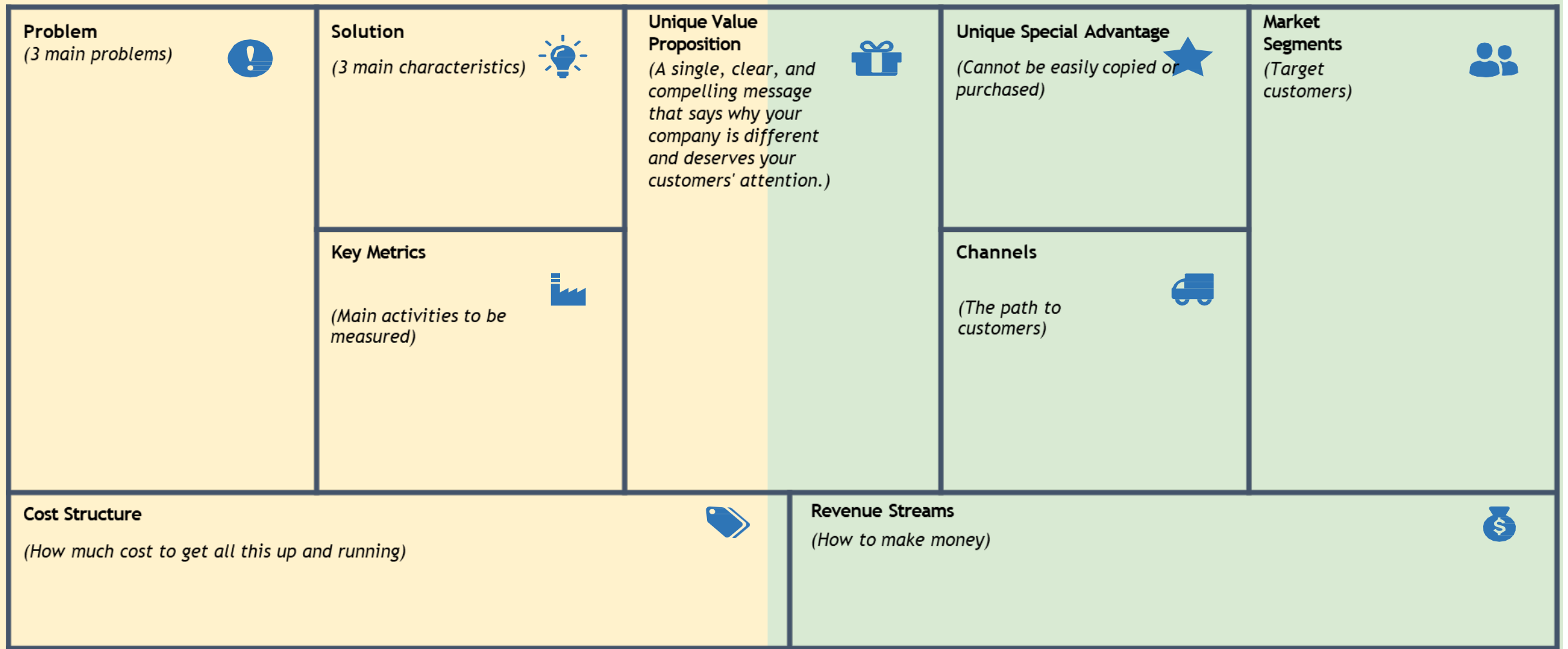
- **"Key Partners"** is replaced by **"Problem"**
- **"Key activities"** is now **"Solution"**
- **"Key resources"** is replaced by **"Key metrics"**
- **"Customer Relationship"** is supplanted by **"Unique Advantage"**



Lean Canvas

Problem (3 main problems) 	Solution (3 main characteristics) 	Unique Value Proposition (A single, clear, and compelling message that says why your company is different and deserves your customers' attention.) 	Unique Special Advantage (Cannot be easily copied or purchased) 	Market Segments (Target customers) 
	Key Metrics (Main activities to be measured) 		Channels (The path to customers) 	
Cost Structure (How much cost to get all this up and running) 			Revenue Streams (How to make money) 	



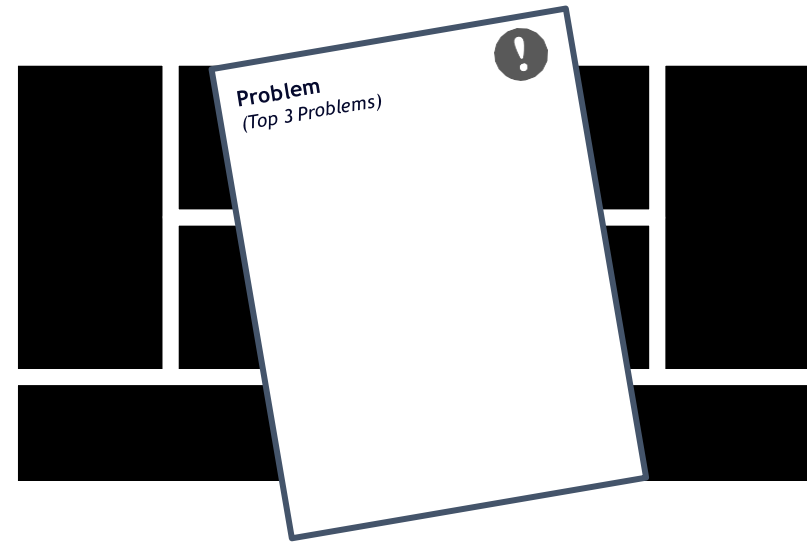


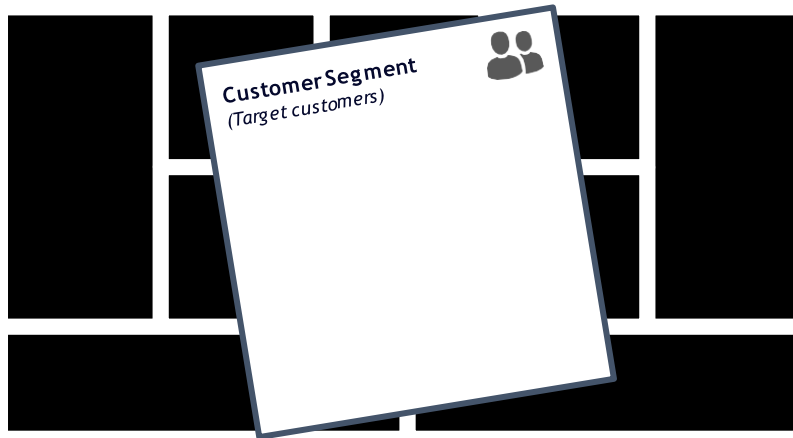
Lean Canvas



PROBLEM

A brief description of the 3 main problems your company wants to solve.





CUSTOMER/MARKET SEGMENTS

Who are your company's customers? Can they be better oriented? If you have more than one type of client, the author recommends creating a lean canvas for each of them.

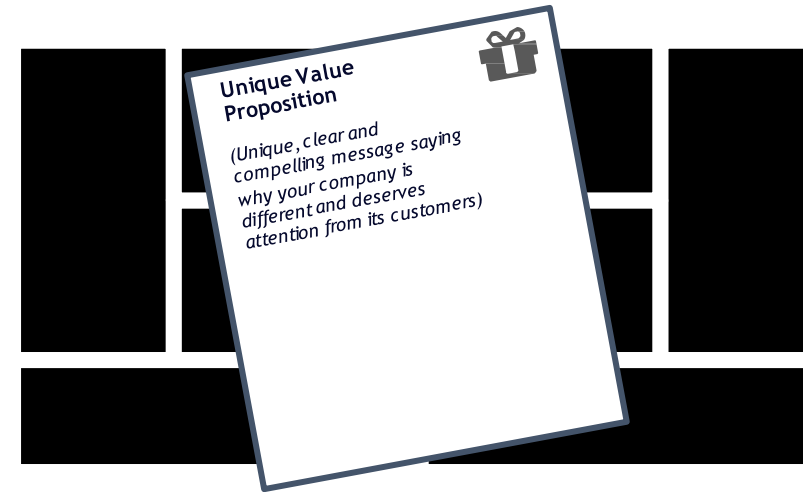


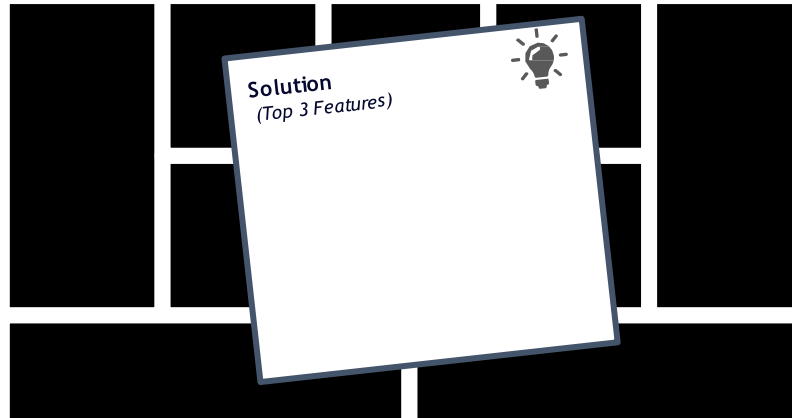
Lean Canvas



UNIQUE VALUE PROPOSITION

What is your product's tagline or main feature that makes it different and worthy of customers' money?





SOLUTION

What is the smallest set of features (MVPs) that the unique value proposition described above offers?

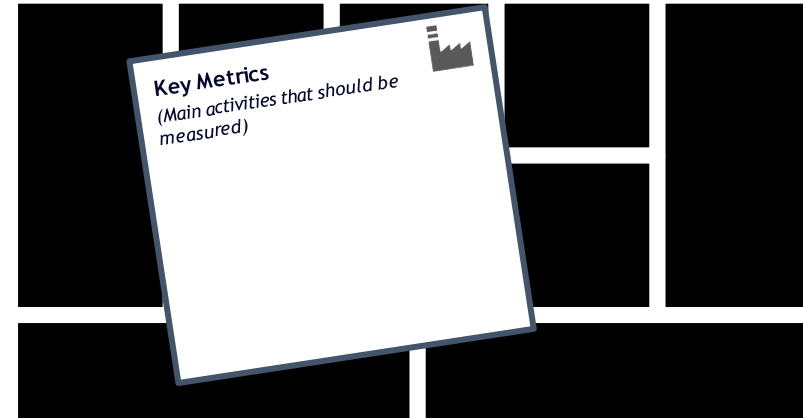


Lean Canvas



KEY METRICS

Describe key actions and metrics that support revenue generation or customer retention.





CHANNELS

Make a list of the free and paid channels your startup uses to reach your customers.



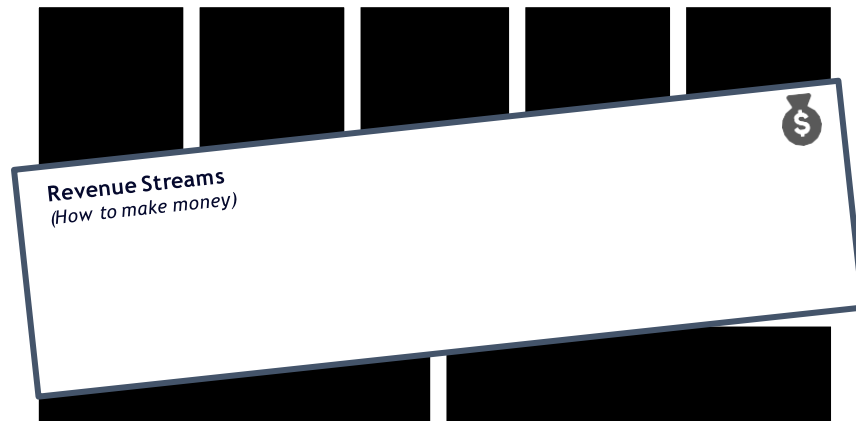
Lean Canvas



COST STRUCTURE

Make a list of all the fixed and variable costs your startup has.





REVENUE STREAMS

Identify your type of revenue model – subscription, ads, freemium – and determine hypotheses for indicators such as lifetime value, gross margin, break-even point, etc.



Lean Canvas



UNIQUE SPECIAL ADVANTAGE

This point is the last because it is considered the most difficult to fulfill. A special advantage is something that cannot be copied or bought. You may start your lean canvas without filling that block, but it will be here for you to cover yourself with something really different from what exists in the market..



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7. Lean Canvas– Sequence

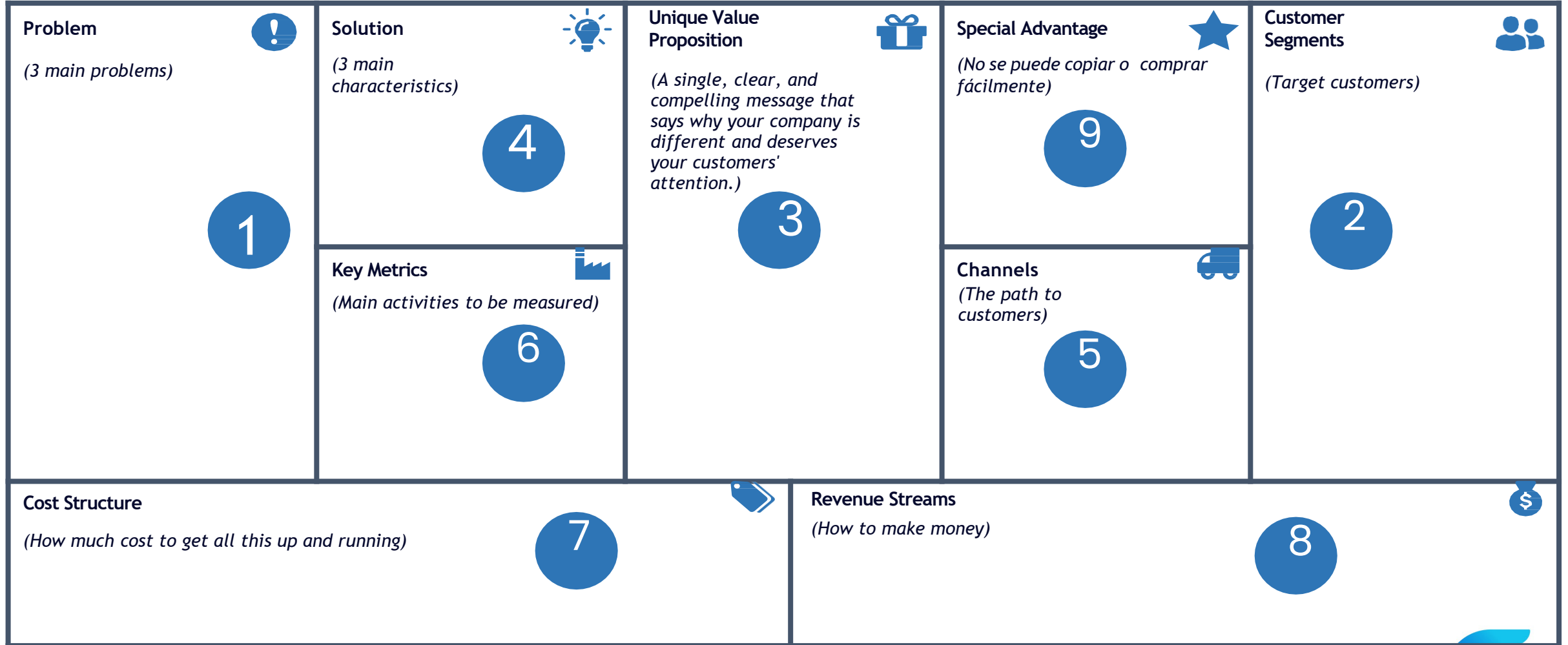


Lean Canvas – Sequence

The process of filling the Lean Canvas is not strictly linear, since each block is interconnected with the others and it may be necessary to iterate in different blocks to fit the business idea. However, here is a possible filling sequence of the Lean Canvas:



Lean Canvas - Sequence



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8. Lean Canvas vs Business Model Canvas



Lean Canvas vs Business Model Canvas

Both the **Lean Canvas** and the **Business Model Canvas** are popular tools for business model design and innovation, but they differ in their focus and purpose.

The Business Model Canvas is a tool developed by Alexander Osterwalder and his team in 2008, which helps visualize, analyze and communicate a company's business model. The Canvas is divided into nine main blocks that represent the key components of the business model: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Sources, Key Resources, Key Activities, Key Alliances, and Cost Structure. The aim is to provide a bird's-eye view of the business model as a whole and enable a holistic assessment of its viability and innovation potential.



Lean Canvas vs Business Model Canvas

On the other hand, the Lean Canvas is a tool developed by Ash Maurya in 2010, which focuses on the process of validating the hypothesis of a company's business model. The Lean Canvas is divided into nine blocks similar to those of the Business Model Canvas, but with some important changes in its approach. Instead of focusing on the static aspects of the business model, the Lean Canvas focuses on the dynamic aspects, such as customer problems and solutions, acquisition channels, and pricing strategy. The goal is to provide a framework for validating business model assumptions and adjusting the company's approach to adapt to changing market needs.

In summary, while the Business Model Canvas focuses on the visualization and analysis of the business model as a whole, the Lean Canvas focuses on the validation and adaptation of the business model hypothesis. Both tools are useful at different stages of the business model design and innovation process and can be used together to gain a complete and deep view of a company's business model.



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